

SUPERVISORY/ MANAGERIAL/ EXECUTIVE DEVELOPMENT GUIDE



Human Resources Service Center, Pacific
Training Department

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Supervisory/Managerial/Executive Development

The position of supervisor, manager or executive comes with a lot of responsibility and also a lot of potential to make a difference in people's lives and in your organization. Since you do not enter the position with all the knowledge, skills and abilities necessary to perform your job, the Training Department of the Human Resources Service Center, Pacific, is available to assist you with all your training needs to help you become proficient. We have compiled this guide as a resource to make your journey easier. Contact your Employee Development Officer at 671-1643 for advice and assistance.

How to Use This Guide

During the first year of a supervisory or managerial position, you will be in a probationary period. The purpose of this period is to give management time to assess your success as a supervisor or manager and to give you a chance to find out if supervising or managing is for you. During this period, there are certain required and recommended courses to be taken. In the first 45 days of your position, you and your supervisor must compile an Individual Development Plan. A sample of this is provided as Appendix A. Required and recommended courses are listed. In addition, any other courses and types of learning may be added. You can assess your training needs by reviewing the Civilian Leadership Development competencies in Appendix B of this guide. Review these competencies to see which ones need work. Then determine your training needs by comparing the competencies you need to work on with training sources listed in Appendices C through E.

Civilian Leadership Development

Civilian Leadership Development is an initiative set forth in SECNAVI NST 12410.24 to develop leaders to deal with the challenges facing us in the workplace today. Such challenges include downsizing, workforce restructuring, changing technology, underrepresentation of women and minorities, and mission changes. The focus is on acquiring the competencies listed in Appendix B which the Secretary of the Navy has identified as critical to the success of DON leaders. This initiative is driven by the employee. You must select a mentor. You, your supervisor and your mentor will work together to develop an Individual Leadership Development Plan which will reflect competencies needed to be worked on and your career plans and goals. It will also include methods to achieve those competencies, plans and goals. For more information, contact your Employee Development Officer at HRSC PACIFIC.



Methods of Learning

Learning is not limited to a classroom situation. Throughout our lives we are constantly learning and growing. The following are some sources of learning.

On-the-Job Training – Acquisition of job skills, knowledge and abilities through practical work experience under the guidance of an experienced worker or supervisor.

Rotational Training – A short-term job change to develop new/additional skills/knowledges.

Distance Learning - A multi-media approach to independent learning. This may be accomplished through use of on-line web sites, computer-based training, correspondence courses, cable television and satellite TV broadcasts.

Self-Development - Courses taken at your own choice on your own time. Must be job-related. Ask your activity if they have resources to fund self-development courses.

Directed Study – A developmental assignment with specific objectives in the form of a special project, research report or reading that is completed by an employee with limited

guidance or supervision. Directed study may be assigned by the employee's supervisor or by an academic institution and may be done on the employee's own time or on Government time.

Correspondence Course – Self-learning through written instructional materials without the physical presence of an instructor.

Learning Teams – Teams of four or five people who meet regularly to focus on individual learning to improve their own effectiveness. Teams can form around an area of interest such as the Internet or public speaking, or around career goals.

Action Learning – An actual problem in the workplace used for learning. A group of employees is formed to analyze the problem and consult with experts. The group then returns to the workplace to take action. After a period of time the group reconvenes to discuss progress and make adjustments. This cycle of action and learning repeats itself until the problem is resolved. Case studies are written up and become part of organizational history and required reading for new employees.

Mentors/Role Models – More experienced people who link employees with experienced professionals for career development. A mentor facilitates personal and professional growth in an employee by sharing knowledge and insights learned over the years.

Classroom Training – Formal, structured training using lecture, workshop, discussion or a combination of these in a classroom environment.

Seminar – A formal course of study utilizing group discussion or exploration under minimum formal leadership.

Conference – Discussion by a group, usually under leadership of a chair.

Meeting – Group gathering to discuss one or more topics under structured procedures led by a chair.

Symposium – Formal meeting at which several specialists deliver short addresses on a topic or related topics.

Call your Employee Development Officer for information on "**Getting Results Through Learning**," a briefing available for interested groups. It is based on a recent government publication that has been helping managers unlock the unused creativity and brain power of the Federal workforce. This book is a compact guide of low-cost or no-cost ways to build a smarter workforce by facilitating a climate for learning in every government organization.

Additional Resources



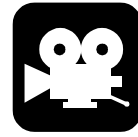
Call your Employee Development Officer at (808) 671-1643
for advice and assistance

Visit our web site <http://www.donhr.navy.mil>
for more information on our training classes



Other websites:

Civilian Leadership Development (CLD)	http://www.donhr.navy.mil/managers/cld.htm
Defense Leadership and Management Program (DLAMP)	http://www.cpms.osd.mil/dlamp/index.htm
Graduate School, USDA	http://grad.usda.gov
National Independent Study Center	http://grad.usda.gov/nisc/nisc.html
Graduate School, USDA Correspondence Program	http://grad.usda.gov/corres/corpro.html
Graduate School, USDA Leadership Development Academy	http://grad.usda.gov/career/ltcdp.html
OPM Manager Development Centers	http://www.opm.gov/mdc
Getting Results Through Learning	http://hrdc.dot.gov/
FEDmanager	http://www.fedmanager.com



Visit our **Self-Development Library**
at the HRSC PACIFIC Training Center
94-810 Moloalo Street
Waipahu, Hawaii
Monday through Friday 0800 – 1630
Books...Videotapes... Audiotapes...CD-ROM's

For a complete list of items, see Appendix F....

Appendix A

Individual Development Plan



INDIVIDUAL DEVELOPMENT PLAN

1. Employee's Name (Last/First/M.I.)	2. Current Position (Position Title/Pay Plan/Series/Grade)	
3. Employing Activity	4. Organizational Unit (Dept/Office)	5. Division/Branch

6. No further Training/Development Needed/desired at this time
 (If block is checked disregard items 7A-D and move to item 8)

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7A. TRAINING/DEVELOPMENT NEEDS List each Training/Development Need. (Performance discrepancies, mandatory training requirements, job related career aspirations, etc.)	7B. TRAINING/DEVELOPMENT PLANS What training or other learning experience will satisfy each Training/Development Need Identified in Column 7A? Indicate priority: 1-essential 2-needed 3-useful	7C. TRAINING/DEVELOPMENT SOURCES What is the best source for providing each training or learning experience listed in Column 7B? Include specific organizational codes and costs (if applicable) . Consult your EDO.	7D. REVIEW ACTIONS (Indicate completion date)
To become familiar with Human Resources Management laws, regulations and procedures.	“Supervisor’s Role in Human Resources Management” which includes: Civilian Employee Assistance Program, Equal Employment Opportunity and HIV/AIDS. Priority 1 (Required)	Vendor (\$264 approximate cost)	
To gain a better understanding of drug effects.	“Drug-Free Workplace for Supervisors” Priority 1 (Required)	Employee’s Activity	
To gain knowledge of Navy’s Prevention of Sexual Harassment policies.	“Prevention of Sexual Harassment” Priority 1 (Required)	Employee’s Activity	
To gain skills in managing and dealing with employees.	“Introduction to Supervision” Priority____ (Recommended)	Vendor (\$249 approximate cost)	

7A. TRAINING/DEVELOPMENT NEEDS	7B. TRAINING/DEVELOPMENT PLANS	7C. TRAINING/DEVELOPMENT SOURCES	7D. REVIEW ACTIONS
Personal Development (Job or Career Related)			

8. SIGNATURES

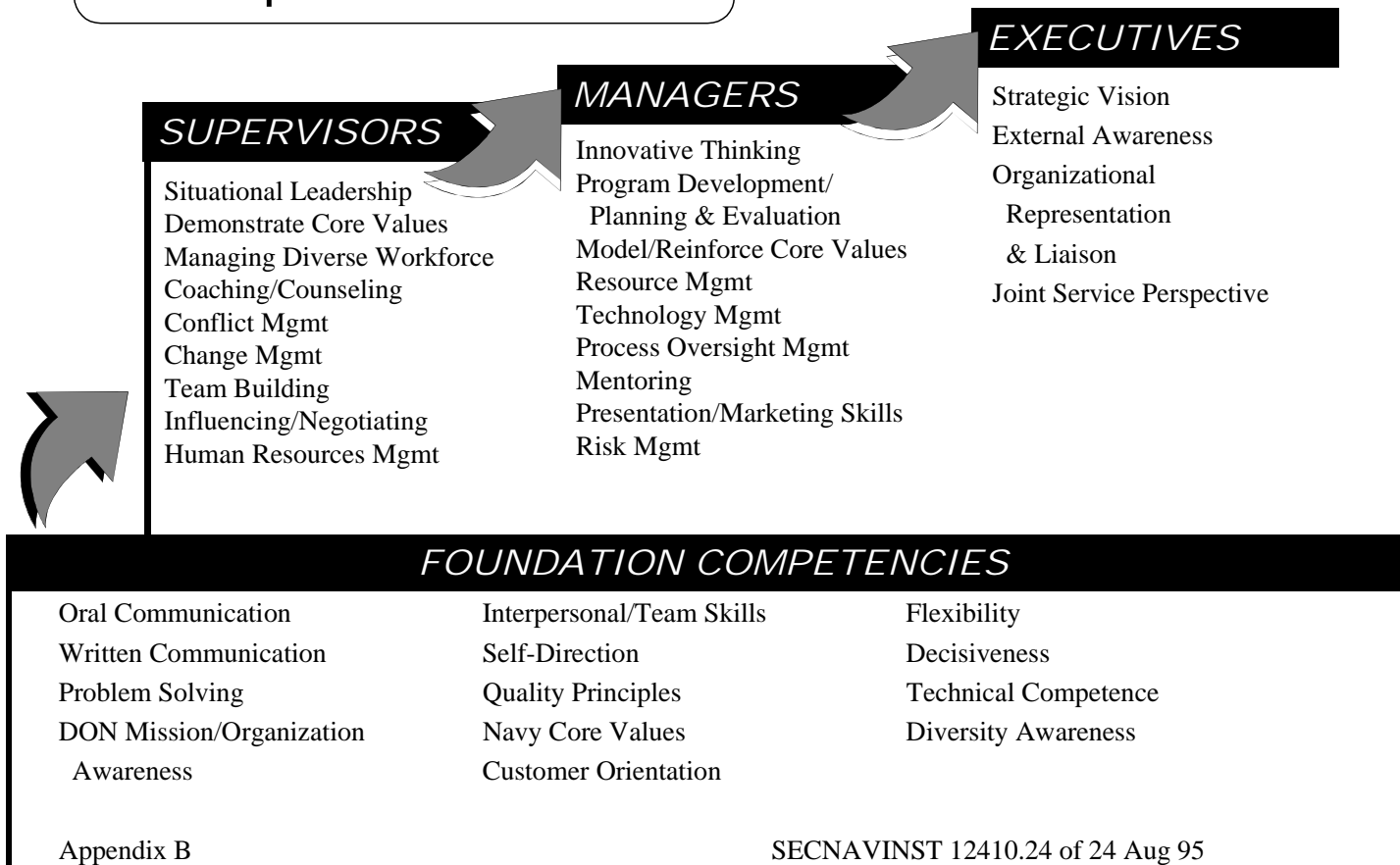
A. Employee	Date	B. Immediate Supervisor	Date	C. Second level supervisor	Date
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Appendix B

Civilian Leadership Development Continuum



Civilian Leadership Development Continuum



Appendix C

Civilian Leadership Development Competency List



CLD Competencies and Associated Courses

Competency	Definition	Where Addressed
Change Management	Serves as a positive agent for changes in the organization's structural alignment, climate or operational processes. Learns about and proactively advocates and influences the adoption of promising new ideas, methods, services and products from knowledge of best practices in government and industry.	Coping With Change Executive Potential Program Reengineering in the Public Sector Responsible Empowerment
Coaching/Counseling	Develops skills in observation, listening and one-on-one teaching; applies them to assist others to learn and continually improve their performance; and provides effective feedback.	Anger Management Behavioral Supervision: Handling Performance Problems Customer Service Skills for Supervisors Introduction to Supervision Leadership Skills for the 21 st Century
Conflict Management	Anticipates and seeks to resolve confrontations, disagreements and complaints in a constructive manner.	Alternate Dispute Resolution Dealing with Difficult People Developing High Performing Teams Diversity: A Business Necessity for the Millenium Executive Potential Program Leadership Skills for the 21 st Century Managing Project Teams Seminar for New Managers: Leading People Stress Management Team Building and Team Leadership Workplace Violence
Customer Orientation	Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products and processes.	Customer Service Skills for Supervisors Developing Customer-Focused Organizations Executive Forum on Current Issues How to Establish Meaningful Measures Introduction to Supervision Leadership Skills for the 21 st Century Methods of Managing Quality Modern Program Manager, The Responsible Empowerment
Decisiveness	Takes action and risks when needed; makes difficult decisions when necessary.	Dynamics of Public Policy Effective Work Delegation Executive Development Seminar: Leading Change Executive Forum on Current Issues Incredibly Effective Influencing Leadership Skills for the 21 st Century Management of Information Technology Team Skills & Concepts Using Metrics
Demonstrate Core Values	See Navy Core Values	Introduction to Supervision
Diversity Awareness	Respects and values the differences and perceptions of different groups/individuals.	EEO Refresher Training Diversity: A Business Necessity for the Millenium
DON Mission/Organization Awareness	Possesses knowledge of the mission and organization of the Department of the Navy (DON) including an understanding of how the organization fits into the entire DON.	

CLD Competencies and Associated Courses

Competency	Definition	Where Addressed
External Awareness	Stays informed on laws, policies, politics, Administration priorities, trends, special interests and other issues; considers external impact of statements of actions; uses information in decision-making.	Congressional Fellowship Program Developing Customer-Focused Organizations Dynamics of Public Policy Environmental Policy Issues Executive Assessment Program Executive Communications Workshop: Representing Your Agency to External Audiences Executive Development Seminar: Leading Change Executive Forum on Current Issues Executive in Residence Program Federal Budgetary Policy and Processes Federal Human Resources Management Government Performance and Results Leadership for a Democratic Society Leadership for a Democratic Society Applied Learning Program Leadership Potential Seminar Legislative Fellowship Training Management Assessment Program National Security Policy Strategies for Building High Performing Organizations United States Foreign Policy Seminar
Flexibility	Adapts to change in the work environment; effectively copes with stress.	Developing Customer-Focused Organizations Executive Forum on Current Issues Handling Multiple Priorities Leadership Assessment Program Management Development Seminar: Leading Organizations Responsible Empowerment Seminar for New Managers: Leading People
Human Resources Management	Ensures effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action; promotes affirmative employment, good labor relations and employee well-being.	Behavioral Supervision: Handling Performance Problems Civilians Supervising Military Developing High Performing Teams Diversity: A Business Necessity for the Millenium Drug-Free Workplace for Supervisors EEO Refresher Training Federal Human Resources Management Government Performance and Results How to Assess and Improve Employee Performance Stnds Improving Employee Performance Modern Supervisory Practice Prevention of Sexual Harassment Seminar for New Managers: Leading People Success-Oriented Supervision Supervisor's Role in Human Resources Management Supervisory Leadership Seminar

CLD Competencies and Associated Courses

Competency	Definition	Where Addressed
Influencing/Negotiating	Networks with, and provides information to, key groups and individuals; appropriately uses negotiation, persuasion and authority in dealing with others to achieve goals.	Alternate Dispute Resolution Dynamics of Public Policy Executive Communications Workshop: Interpersonal Communication Executive Communications Workshop: Representing Your Agency to External Audiences Federal Budgetary Policy and Processes Incredibly Effective Influencing Management Assessment Program Management Development Seminar: Leading Organizations
Innovative Thinking	Develops insights and solutions; fosters innovation among others.	Alternate Dispute Resolution Developing Customer-Focused Organizations Executive in Residence Program Incredibly Effective Influencing Leadership Assessment Program Management Development Seminar: Leading Organizations Management of Information Technology Reengineering in the Public Sector Science, Technology and Public Policy Strategies for Building High Performing Organizations Successful Manager, The
Interpersonal/Team Skills	Considers and responds appropriately to the needs, feelings, capabilities and interests of others; provides feedback; treats others equitably.	Alternate Dispute Resolution Assertiveness Training Assertive Supervision Developing Customer-Focused Organizations Empowered Executive Assistant, The Executive Assessment Program Executive Communications Workshop: Interpersonal Communication Interpersonal Communication Skills Introduction to Supervision Leadership Assessment Program Leadership Potential Seminar Management Assessment Program Managing Project Teams Seminar for New Managers: Leading People Small Group Facilitation Team Building Team Building and Team Leadership Team Skills & Concepts
Joint Service Perspective	Demonstrates an understanding of the role of the Department of Defense (DOD) and the importance of the support roles and missions of all the Military Departments and Defense agencies and how they contribute to the success of DOD overall.	

CLD Competencies and Associated Courses

Competency	Definition	Where Addressed
Managing Diverse Workforce	Recognizes the value of cultural, ethnic, gender and other individual differences; provides employment and development opportunities for a diverse workforce.	EEO Refresher Training Diversity: A Business Necessity for the Millenium
Mentoring	Develops the ability to counsel others to help them to achieve personal and professional growth.	Mentoring Skills
Model/Reinforce Core Values	See Navy Core Values.	Successful Manager, The
Navy Core Values	Exhibits through personal performance the principles of honor (ethical behavior), commitment (technical excellence and quality of work) and courage (mental strength to do what is right).	Introduction to Supervision
Oral Communication	Listens to others; makes clear and effective oral presentations to individuals and groups. (NOTE: Use of a sign language interpreter may be appropriate for persons who are deaf or hard-of-hearing).	Alternate Dispute Resolution Anger Management Assertiveness Training Assertive Supervision Better Briefing Techniques Effective Presentations Executive Communications Workshop: Interpersonal Communication Executive Development Seminar: Leading Change Interpersonal Communication Skills Think Like a Leader
Organizational Representation & Liaison	Establishes and maintains relationships with key individuals/groups outside immediate work unit and serves as spokesperson for the organization.	Executive in Residence Program Executive Communications Workshop: Representing Your Agency to External Audiences
Presentation/Marketing Skills	Demonstrates the ability to clearly articulate, present and promote ideas and issues before a wide range of audiences, including senior officials, in such a manner as to ensure program credibility.	Better Briefing Techniques Effective Presentations Executive Communications Workshop: Representing Your Agency to External Audiences Incredibly Effective Influencing
Problem Solving	Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.	Customer Service Skills for Supervisors Easy Statistical Process Control for Problem Solving Empowered Executive Assistant, The Introduction to Supervision Leadership Potential Seminar Program Planning and Analysis Science, Technology and Public Policy Seminar for New Managers: Leading People Supervisory Leadership Seminar Using Metrics
Process Oversight Management	Develops/demonstrates the ability to examine systems and workflow within the organization to facilitate process improvement.	How to Establish Meaningful Measures Metrics Management Reengineering in the Public Sector Responsible Empowerment Successful Manager, The Using Metrics

CLD Competencies and Associated Courses

Competency	Definition	Where Addressed
Program Development/ Planning & Evaluating	Establishes policies, guidelines, plans and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.	Basic Project Management Metrics Management Successful Manager, The Using Metrics
Quality Principles	Understands and applies quality principles such as teamwork, quantitative decision-making and continuous process improvement to meet or exceed customer expectations.	Easy Statistical Process Control for Problem Solving Executive Potential Program Fundamentals of Total Quality Leadership Government Performance and Results How to Establish Meaningful Measures Leadership for the 21 st Century Methods of Managing Quality Metrics Management Modern Program Manager, The Responsible Empowerment Strategies for Building High Performing Organizations Team Skills & Concepts Using Metrics
Resource Management	Prepares and justifies budget; monitors expenses; manages procurement and contracting.	Budget Execution Budget Formulation Controlling a Budget Entrepreneurial Government Management Executive Development Seminar: Leading Change Federal Budgetary Policy and Processes Federal Budgeting for Non-Budget Personnel How to Establish Meaningful Measures Introduction to Federal Budgeting Management of Information Technology Modern Program Manager, The NAVSUP Commercial Purchase Card for Micropurchases Simplified Acquisition Procedures Supervisory Leadership Seminar Writing Budget Justifications
Risk Management	Identifies potential risks to product/program/ processes early and implements effective abatement or control measures; defines evaluation criteria early and continuously collects, assesses, shares and responds to data appropriately.	How to Establish Meaningful Measures Successful Manager, The
Self-Direction	Realistically assesses own strengths, weaknesses and impact on others; seeks feedback from others; works persistently towards a goal; demonstrates self-confidence; invests in self-development; manages own time efficiently.	Assertiveness Training Assertive Supervision Empowered Executive Secretary, The Executive Potential Program Incredibly Effective Influencing Introduction to Supervision Leadership Skills for the 21 st Century Secrets of Time Stress Management Time Management

CLD Competencies and Associated Courses

Competency	Definition	Where Addressed
Situational Leadership	Demonstrates and encourages high standards of behavior; adapts leadership style to situations and people; empowers, motivates and guides others.	Behavioral Supervision: Handling Performance Problems Introduction to Supervision Leadership for the 21 st Century Leadership Skills for the 21 st Century Responsible Empowerment Think Like a Leader
Strategic Vision	Creates a shared vision of the organization; promotes wide ownership; and champions organizational change.	Developing Customer-Focused Organizations Dynamics of Public Policy Environmental Policy Issues Executive Assessment Program Executive Development Seminar: Leading Change Executive Forum on Current Issues Federal Budgetary Policy and Processes Federal Human Resources Management Government Performance and Results How to Establish Meaningful Measures National Security Policy Strategies for Building High Performing Organizations United States Foreign Policy Seminar
Team Building	Fosters cooperation, communication and consensus among groups.	Developing High Performing Teams Leadership for the 21 st Century Management Development Seminar: Leading Organizations Managing Project Teams Small Group Facilitation Team Building Team Building and Team Leadership Team Skills & Concepts
Technical Competence	Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.	Entrepreneurial Government Management National Security Policy
Technology Management	Encourages staff to stay informed about new technology; applies new technologies to organizational needs; ensures staff is trained and capable.	Entrepreneurial Government Management Environmental Policy Issues Federal Human Resources Management Management Development Seminar: Leading Organizations Management of Information Technology National Security Policy Science, Technology and Public Policy Successful Manager, The
Written Communication	Communicates effectively in writing; reviews and critiques others' writing.	Advanced Effective Writing Effective Writing for Managers Executive Communications Workshop: Interpersonal Communication Executive Communications Workshop: Representing Your Agency to External Audiences Incredibly Effective Influencing Power Writing for Business Twelve Steps to Clear Writing Writing Dynamic Letters and Memos

Appendix D

Courses for Probationary Supervisors



Courses for Probationary Supervisors

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Drug-Free Workplace for Supervisors	Human Resources Mgt	4		X	X		Required per OPNAVINST 5355.4 of 30 Nov 89, CPI 792-3A of 10 Sep 93 and SECNAVINST 12792.3 of 8 Dec 88; administered by employee's activity
Introduction to Supervision	Coaching/Counseling Customer Orientation Interpersonal/Team Skills Navy Core Values Problem Solving Self-Direction Situational Leadership	24	\$249	X	X		Hawaii Joint Training Board Recommended within 6 months of becoming a supervisor
Prevention of Sexual Harassment	Human Resources Mgt	1		X	X	X	Annual requirement per SECNAVINST 5300.26B of 6 Jan 93; administered by employee's activity
<u>Supervisor's Role in Human Resources Mgt:</u> Staffing/Classification Position Management Managing to Payroll EEO HIV/AIDS for Supervisors CEAP Labor/Employee Relations Performance Mgt/Awards Worker's Compensation Employee Development Personnel Process Improvements (PPI's)	Human Resources Mgt	32	\$264	X			Human Resources Service Center, Pacific Required within 6 months of becoming a supervisor per CPI 412; includes the following required modules: EEO (per OCPMINST 12720.1 of 25 Feb 91 and CPI 720.1 HIV/AIDS (per SECNAVNOTE 5300 of 12 Mar 96) Civilian Employee Assistance Program (per OCPMINST 12792.3A of 10 Sep 93 and CPI 792-3A)

Appendix E

Courses for Supervisors, Managers and Executives



Courses for Supervisors, Managers and Executives

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Advanced Effective Writing	Written Communication	8	\$75	X	X		Hawaii Joint Training Board
Alternate Dispute Resolution	Conflict Mgt Influencing/Negotiating Innovative Thinking Interpersonal Skills Oral Communication	40	\$2,000 plus travel		X	X	OPM Management Development Centers
Anger Management	Coaching/Counseling Oral Communication	8	\$75	X	X		Hawaii Joint Training Board
Assertive Supervision	Interpersonal/Team Skills Oral Communication Self-Direction	24	\$175	X	X		National Independent Study Center (correspondence course)
Assertiveness Training	Interpersonal/Team Skills Oral Communication Self-Direction	8	\$75	X	X		Hawaii Joint Training Board
Basic Project Management	Program Development/ Planning & Evaluating	24	\$175	X	X		National Independent Study Center (correspondence course)
Behavioral Supervision: Handling Performance Problems	Coaching/Counseling Human Resources Mgt Situational Ldrshp	24	\$230	X	X		Hawaii Joint Training Board
Budget Execution	Resource Mgt	32	\$300		X		Hawaii Joint Training Board
Budget Formulation	Resource Mgt	32	\$300		X		Hawaii Joint Training Board
Civilians Supervising Military	Human Resources Mgt	8	-0-	X	X		Human Resources Service Center, Pacific
Congressional Fellowship Program	External Awareness	9 mo	\$4,000 plus travel/PD			X	American Political Science Association GS-13 & above; serve as legislative aide on Congressional staff
Controlling a Budget	Resource Mgt	24	\$145	X	X		National Independent Study Center (correspondence course)
Coping With Change	Change Mgt	8	TBD	X	X		Hawaii Joint Training Board
Customer Service Skills for Supervisors	Coaching/Counseling Customer Orientation Problem Solving	8	\$75	X	X		Hawaii Joint Training Board

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Dealing With Difficult People	Conflict Management	8	\$75	X	X		Hawaii Joint Training Board
Defense Leadership & Mgt Program (DLAMP)	various	2-6 yrs				X	rotational assignments, graduate-level college courses, military education course
Developing Customer-Focused Organizations	Customer Orientation External Awareness Flexibility Innovative Thinking Interpersonal Skills Strategic Vision	40	\$3,050 plus travel	X	X	X	OPM Management Development Centers
Developing High Performing Teams	Conflict Mgt Human Resources Mgt Team Building	40	\$3,050 plus travel	X	X	X	OPM Management Development Centers
Diversity: A Business Necessity for the Millenium	Conflict Mgt Diversity Awareness Human Resources Mgt Managing Diverse Workforce	40	\$2,000 plus travel		X	X	OPM Management Development Centers
Drug-Free Workplace for Supervisors	Human Resources Mgt	4		X	X		Required per OPNAVINST 5355.4 of 30 Nov 89, CPI 792-3A of 10 Sep 93 and SECNAVINST 12792.3 of 8 Dec 88; administered by employee's activity
Dynamics of Public Policy	Decisiveness External Awareness Influencing/Negotiating Strategic Vision	80	\$3,050 plus travel		X	X	OPM Management Development Centers
Easy Statistical Process Control for Problem Solving	Problem Solving Quality Principles	16	\$225	X	X		Hawaii Joint Training Board
EEO Refresher Training	Diversity Awareness Human Resources Mgt Managing Diverse Workforce	3		X	X	X	Human Resources Service Center, Pacific Annual requirement per OPNAVINST 12720.8 of 22 Mar 90
Effective Presentations	Oral Communication Presentation/Marketing Skills	24	\$225	X	X		Hawaii Joint Training Board
Effective Work Delegation	Decisiveness	24	\$145	X	X		National Independent Study Center (correspondence course)

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Effective Writing for Managers	Written Communication	24	\$165		X		Hawaii Joint Training Board
Empowered Executive Assistant, The	Interpersonal/Team Skills Problem Solving Self-Direction	16	\$170	X			Hawaii Joint Training Board
Entrepreneurial Government Management	Resource Mgt Technical Competence Technology Mgt	40	\$2,000 plus travel		X	X	OPM Management Development Centers
Environmental Policy Issues	External Awareness Strategic Vision Technology Mgt	80	\$3,050 plus travel		X	X	OPM Management Development Centers
Executive Assessment Program	External Awareness Interpersonal Skills Strategic Vision	40	\$3,050 plus travel			X	OPM Management Development Centers
Executive Communications Workshop: Interpersonal Communication	Influencing/Negotiating Interpersonal Skills Oral Communication Written Communication	40	\$3,050 plus travel			X	OPM Management Development Centers
Executive Communications Workshop: Representing Your Agency to External Audiences	External Awareness Influencing/Negotiating Org Rep & Liaison Presentation/Marketing Skills Written Communication	40	\$3,050 plus travel		X	X	OPM Management Development Centers
Executive Development Seminar: Leading Change	Decisiveness External Awareness Oral Communication Resource Mgt Strategic Vision	80	\$3,050 plus travel			X	OPM Management Development Centers
Executive Forum on Current Issues	Customer Orientation Decisiveness External Awareness Flexibility Strategic Vision	80	\$3,050 plus travel			X	OPM Management Development Centers
Executive in Residence Program	External Awareness Innovative Thinking Org Rep & Liaison	2 yr				X	Federal Executive Institute GS-15 & above; serve as co-facilitator

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Executive Potential Program	Change Mgt Conflict Mgt Quality Principles Self-Direction	12 mo	\$4,900 plus travel/PD		X	X	Graduate School, USDA GS-13 & 14
Federal Budgetary Policy & Processes	External Awareness Influencing/Negotiating Resource Mgt Strategic Vision	80	\$3,050 plus travel	X	X	X	OPM Management Development Centers
Federal Budgeting for Non-Budget Personnel	Resource Mgt	16	\$175		X		Hawaii Joint Training Board
Federal Human Resources Management	External Awareness Human Resources Mgt Strategic Vision Technology Mgt	80	\$3,050 plus travel			X	OPM Management Development Centers
Fundamentals of Total Quality Leadership	Quality Principles	32	-0-	X	X	X	ATG MIDPAC (808) 472-8881 ext 328
Government Performance & Results: Managing Your Organization to Outcomes & Results	External Awareness Human Resources Mgt Quality Principles Strategic Vision	40	\$2,000 plus travel		X	X	OPM Management Development Centers
Handling Multiple Priorities	Flexibility	8	\$100	X	X		Hawaii Joint Training Board
How to Assess and Improve Employee Performance Standards	Human Resources Mgt	16	\$157	X	X		Hawaii Joint Training Board
How to Establish Meaningful Measures	Customer Orientation Process Oversight Mgt Quality Principles Resource Mgt Risk Mgt Strategic Vision	8	\$99	X	X		Hawaii Joint Training Board
Improving Employee Performance	Human Resources Mgt	24	\$175	X	X		National Independent Study Center (correspondence course)

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Incredibly Effective Influencing	Decisiveness Influencing/Negotiating Innovative Thinking Presentation/Marketing Skills Self-Direction Written Communication	8	\$99	X	X		Hawaii Joint Training Board
Interpersonal Communication Skills	Interpersonal Skills Oral Communication	16	\$150	X	X		Hawaii Joint Training Board
Introduction to Federal Budgeting	Resource Mgt	32	\$280		X		Hawaii Joint Training Board
Introduction to Federal Budgeting	Resource Mgt	24	\$175	X	X		National Independent Study Center (correspondence course)
Introduction to Supervision	Coaching/Counseling Customer Orientation Interpersonal/Team Skills Navy Core Values Problem Solving Self-Direction Situational Leadership	24	\$249	X	X		Hawaii Joint Training Board Recommended within 6 months of becoming a supervisor
Introduction to Supervision	Customer Orientation Interpersonal/Team Skills Oral Communication	40	\$225	X	X		National Independent Study Center (correspondence course)
Leadership Assessment Program	Flexibility Innovative Thinking Interpersonal Skills	40	\$4,250 plus travel	X			OPM Management Development Centers
Leadership for a Democratic Society	External Awareness	4 wks	\$9,150 plus travel/PD			X	Federal Executive Institute GS-15 & above
Leadership for a Democratic Society Applied Learning Program	External Awareness	4 wks	\$9,850 plus travel/PD			X	Federal Executive Institute GS-15 & above; two 2-week sessions with intervening "back home" project experience
Leadership for the 21 st Century	Quality Principles Situational Leadership Teambuilding	8	-0-		X		Hawaii Joint Training Board

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Leadership Skills for the 21 st Century	Coaching/Counseling Conflict Mgt Customer Orientation Decisiveness Self-Direction Situational Leadership	16	\$175	X	X		Hawaii Joint Training Board
Leadership Potential Seminar	External Awareness Interpersonal Skills Problem Solving	80	\$3,050 plus travel	X			OPM Management Development Centers
Legislative Fellowship Training	External Awareness	7 or 12 mo	\$2,900-\$5,000 plus travel/PD			X	GS-13 & above; assignment on the staff of a Member, committee or support agency of Congress
Management Assessment Program	External Awareness Influencing/Negotiating Interpersonal Skills	40	\$3,050 plus travel		X	X	OPM Management Development Centers
Management Development Seminar: Leading Organizations	Flexibility Influencing/Negotiating Innovative Thinking Team Building Technology Mgt	80	\$3,050 plus travel		X	X	OPM Management Development Centers
Management of Information Technology	Decisiveness Innovative Thinking Resource Mgt Technology Mgt	40	\$2,000 plus travel		X	X	OPM Management Development Centers
Managing Project Teams	Conflict Mgt Interpersonal Skills Team Building	40	\$2,000 plus travel	X	X	X	OPM Management Development Centers
Mentoring Skills	Mentoring	8	\$75	X	X		Hawaii Joint Training Board
Methods of Managing Quality	Customer Orientation Quality Principles	32	-0-	X	X	X	ATG MIDPAC (808) 472-8881 ext 328
Metrics Management	Process Oversight Mgt Program Development/ Planning & Evaluating Quality Principles	24	-0-	X	X		Hawaii Joint Training Board

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Modern Program Manager, The	Customer Orientation Quality Principles Resource Mgt		\$207	X	X	X	Graduate School, USDA (correspondence course)
Modern Supervisory Practice	Human Resources Mgt		\$214	X			Graduate School, USDA (correspondence course)
National Security Policy	External Awareness Strategic Vision Technical Competence Technology Mgt	80	\$3,050 plus travel		X	X	OPM Management Development Centers
NAVSUP Commercial Purchase Card for Micropurchases	Resource Mgt	8	\$40	X	X		Human Resources Service Center, Pacific
Power Writing for Business: Dynamic Letters & Memos	Written Communication	8	\$75	X	X		Hawaii Joint Training Board
Prevention of Sexual Harassment	Human Resources Mgt	1		X	X	X	Annual requirement per SECNAVINST 5300.26B of 6 Jan 93; administered by employee's activity
Program Planning & Analysis	Problem Solving	40	\$195	X	X		National Independent Study Center (correspondence course)
Reengineering in the Public Sector	Change Mgt Innovative Thinking Process Oversight Mgt	16	\$255	X	X		Hawaii Joint Training Board
Responsible Empowerment	Change Mgt Customer Orientation Flexibility Process Oversight Mgt Quality Principles Situational Leadership	16	\$175	X	X		Hawaii Joint Training Board
Science, Technology & Public Policy	Innovative Thinking Problem Solving Technology Mgt	80	\$3,050 plus travel		X	X	OPM Management Development Centers
Secrets of Time	Self-Direction	8	\$75	X	X		Hawaii Joint Training Board

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Seminar for New Managers: Leading People	Conflict Mgt Flexibility Human Resources Mgt Interpersonal Skills Problem Solving	80	\$3,050 plus travel	X	X	X	OPM Management Development Centers
Simplified Acquisition Procedures	Resource Mgt	40	\$115	X	X		Human Resources Service Center, Pacific
Small Group Facilitation	Interpersonal/Team Skills Teambuilding	16	-0-	X	X		Hawaii Joint Training Board
Strategies for Building High Performing Organizations	External Awareness Innovative Thinking Quality Principles Strategic Vision	80	\$3,050 plus travel			X	OPM Management Development Centers
Stress Management	Conflict Mgt Self-direction	8	\$75	X	X		Hawaii Joint Training Board
Successful Manager, The	Innovative Thinking Model/Reinforce Core Values Process Oversight Mgt Program Development/ Planning & Evaluating Risk Mgt Technology Mgt	24	\$168	X	X		Hawaii Joint Training Board
Success-Oriented Supervision	Human Resources Mgt		\$192	X			Graduate School, USDA (correspondence course)

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Supervisor's Role in Human Resources Mgt: Staffing/Classification Position Management Managing to Payroll EEO HIV/AIDS for Supervisors CEAP Labor/Employee Relations Performance Mgt/Awards Worker's Compensation Employee Development Personnel Process Improvements (PPI's)	Human Resources Mgt	32	\$264	X			Human Resources Service Center, Pacific Required within 6 months of becoming a supervisor per CPI 412; includes the following required modules: EEO (per OCPMINST 12720.1 of 25 Feb 91 and CPI 720.1 HIV/AIDS (per SECNAVNOTE 5300 of 12 Mar 96) Civilian Employee Assistance Program (per OCPMINST 12792.3A of 10 Sep 93 and CPI 792-3A)
Supervisory Leadership Seminar	Human Resources Mgt Problem Solving Resource Mgt	80	\$3,050 plus travel	X			OPM Management Development Centers
Team Building	Interpersonal/Team Skills Team Building	16	\$135	X	X		Hawaii Joint Training Board
Team Building & Team Leadership	Conflict Mgt Interpersonal Skills Team Building	40	\$2,000 plus travel	X	X	X	OPM Management Development Centers
Team Skills & Concepts	Decisiveness Interpersonal/Team Skills Quality Principles Team Building	32	-0-	X	X	X	ATG MIDPAC (808) 472-8881 ext 328
Think Like a Leader	Self-Direction	16	\$130	X			Hawaii Joint Training Board
Time Management	Self-Direction	24	\$145	X	X	X	National Independent Study Center (correspondence course)
Time Management	Self-Direction		\$235	X	X	X	Graduate School, USDA (correspondence course)
Twelve Steps to Clear Writing	Written Communication	16	\$120	X	X		Hawaii Joint Training Board
United States Foreign Policy Seminar	External Awareness Strategic Vision	80	\$3,050 plus travel		X	X	OPM Management Development Centers

Course Title	CLD Competencies Addressed	Hrs	Approx cost per person	Civilian Leadership Development Levels			Source/Remarks
				Supv	Mngr	Exec	
Using Metrics	Decisiveness Problem Solving Process Oversight Mgt Program Development/ Planning & Evaluating Quality Principles	8	-0-		X		Hawaii Joint Training Board
Women's Executive Leadership Program	various	12 mo	\$3,650 plus travel/PD	X			Graduate School, USDA
Workplace Violence	Conflict Mgt	8	\$100	X	X		Hickam CPF
Writing Budget Justifications	Resource Mgt	16	\$175		X		Hawaii Joint Training Board

Appendix F

HRSC PACIFIC Self-Development Library



Appendix G

HRSC Pacific

Self-Development Library

TITLE	TYPE OF REFERENCE MATERIAL *																									
	COMPETENCIES																									
1001 WAYS TO REWARD EMPLOYEES	B	X	X			X		X																		
101 STUPID THINGS TRAINERS DO TO SABOTAGE SUCCESS	B														X					X						
1997 ASTD INTERNATIONAL CONFERENCE	A								X																	
360 DEGREES FEEDBACK	B								X																	
7 HABITS OF HIGHLY EFFECTIVE PEOPLE	B																				X					
80 THINGS YOU MUST DO TO BE A GREAT BOSS	B	X		X		X		X																		
ABRAHAM LINCOLN ON COMMUNICATION	V													X					X							
ADAPTING TO CHANGE	B				X																	X				
ADDRESSING AND RESOLVING POOR PERFORMANCE	B						X																			
ADDRESSING AND RESOLVING POOR PERFORMANCE	C						X																			
ART AND SCIENCE OF 360 DEGREES FEEDBACK	B								X																	
ART OF COMMUNICATING	B																		X							
ART OF GIVING AND RECEIVING FEEDBACK	B		X																		X					
ASSERTIVE SKILLS	B					X																	X			
ATTITUDE	B																				X					
BASICS OF CAREER ADVISING	B												X													
BETTER BUSINESS WRITING	B																			X						
BETTER BUSINESS WRITING (THIRD EDITION)	B																			X						
BEYOND REENGINEERING	B				X			X																		
BEYOND THE MYTHS AND MAGIC OF MENTORING	B												X													
BUILDING A TOTAL QUALITY CULTURE	B																					X				
BUSINESS ETIQUETTE AND PROFESSIONALISM	B																		X		X	X				
BUSINESS OF LISTENING	B																		X							

*LEGEND: A=Audio Tape, B=Book, C=CD-ROM, V=Video Tape

Appendix G

HRSC Pacific

Self-Development Library

TITLE	TYPE OF REFERENCE MATERIAL *																								
	Situational Leadership	Demonstrate Core Values	Managing Diverse Workforce	Coaching/Counseling	Conflict Management	Change Management	Team Building	Influencing/Negotiating	Human Resources Mgmt	Innovative Thinking	Program Development/Planning & Eval	Model Reinforce Core Values	Resource Mgmt	Technology Mgmt	Process Oversight Mgmt	Mentoring	Presentation/Marketing Skills	Risk Management	Strategic Vision	External Awareness	Organizational Representation & Liason	Joint Service Perspective	Oral Communication	Written Communication	Problem Solving
COMPETENCIES																									
CAREER GUIDANCE	B			X												X									
CHANGE NAVIGATOR	B					X																			
CLEAR WRITING	B																						X		
COACH	B	X		X																					
COACHING FOR DEVELOPMENT	B			X												X									
COMMUNICATING EFFECTIVELY	C																					X			
COMMUNICATION SKILLS FOR WOMEN	A															X						X			
CONATIVE CONNECTION	B																							X	
CONFIDENT LEADER	B			X																		X	X		
CONTINUOUSLY IMPROVING SELF	B																						X	X	
COPING WITH WORKPLACE CHANGE	B					X																			X
CREATIVE DECISION MAKING	B								X																X
CREATIVITY IN BUSINESS	B								X														X		
CRISIS IN GOVERNMENT	B											X													
CUSTOMER SERVICE EXCELLENCE	B																					X	X		X
DDI MULTIMEDIA SELF STUDY DEMO	C	X																							
DEALING WITH THE PROBLEM EMPLOYEE	C			X	X																				
DELEGATING FOR RESULTS	B	X		X																					
DEMING MANAGEMENT AT WORK	B																							X	
DEMING MANAGEMENT METHOD	B					X					X			X										X	
DEMING ROUTE TO QUALITY & PRODUCTIVITY	B																							X	
DESIGN PRODUCTIVE MENTORING PROGRAMS	B														X										
DOCUMENTING DISCIPLINE	B			X				X																	
DON'T TALK-COMMUNICATE	B															X						X			

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TITLE	TYPE OF REFERENCE MATERIAL *																							
	COMPETENCIES																							
DYNAMICS OF DIVERSITY	B		X																					X
EFFECTIVE BUSINESS AND TECHNICAL PRESENTATIONS	B															X				X				
EFFECTIVE DELEGATION SKILLS	B	X																						
EFFECTIVE EXECUTIVE	B																		X		X			X
EFFECTIVE MEETING SKILLS	B					X													X					
EFFECTIVE PERFORMANCE APPRAISALS	B						X																	
EFFECTIVE PRESENTATION SKILLS	B													X				X						
EFFECTIVE TEAM BUILDING	A					X																		
EFFECTIVE TEAMWORK	B			X		X																		
EMPOWERMENT	B	X																		X				
ERGOWISE	B										X						X							
EVALUATION: A TOOL FOR IMPROVING HRD QUALITY	B						X														X			
EXCELLENCE IN MANAGEMENT	B																	X	X		X	X		
EXCELLENCE IN MANAGEMENT	V	X						X												X				
FACILITATION SKILLS FOR TEAM LEADERS	B					X															X			
FIFTH DISCIPLINE	B											X				X								
FLIP CHARTS	B														X				X					
FOURTH GENERATION MANAGEMENT	B					X		X											X		X			
FROM NO TO YES	V					X												X						
FROM TECHNICAL SPECIALIST TO SUPERVISOR	B	X		X																X	X			
GETTING PAST NO	B					X																		
GETTING THINGS DONE	A																				X		X	
GETTING TO YES	V					X																		
GETTING TO YES	B					X																		

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TITLE	TYPE OF REFERENCE MATERIAL *																								
	COMPETENCIES																								
GETTING YOUR MESSAGE ACROSS	B							X									X				X				
GOALS AND GOAL SETTING	B																					X			
HIGH IMPACT LEADERSHIP	V	X																X				X			
HIGH IMPACT PRESENTATIONS	B																X				X				
HONEST DAY'S WORK	B	X																				X			
HOW TO DELEGATE WORK	V	X																							
HOW TO DELEGATE WORK	A	X																							
HOW TO MAKE PRESENTATIONS W/ CONFIDENCE	V																X				X				
HOW TO PREPARE A WINNING PROPOSAL	A																				X				
HOW TO SUPERVISE PEOPLE	V	X		X																		X			
HUMAN TOUCH PERFORMANCE APPRAISAL	B			X				X	X													X			
I HAVE TO FIRE SOMEONE	B							X													X				
IMPROVING PEER RELATIONSHIPS	B							X														X			
INCREASING EMPLOYEE PRODUCTIVITY	B									X												X			
INFLUENCING OTHERS	B																X								
INTERVIEWING: MORE THAN A GUT FEELING	B							X													X				
INVESTING TIME FOR MAXIMUM RETURN	B																					X			
LEADER EFFECTIVENESS TRAINING	B				X		X														X				
LEADERSHIP CHALLENGE	B	X							X								X	X							
LEADERSHIP SKILLS FOR WOMEN	B	X																				X			
LEADERSHIP TRAINING	B	X			X		X										X					X			
LEADING TEAMS	B						X														X	X	X		
LEARNING TO LEAD	B	X																							X
LET'S BE HUMAN	B	X		X																		X			

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TITLE	TYPE OF REFERENCE MATERIAL *																										
	COMPETENCIES																										
LISTEN UP: HEAR WHAT'S REALLY BEING SAID	B																										
MAKING CHANGE WORK FOR YOU	B																										
MAKING MEETINGS WORK	B																										
MANAGEMENT OF ORGANIZATIONAL BEHAVIOR	B	X			X																						
MANAGEMENT PROBLEMS OF THE TECHNICAL PERSON	V	X																									
MANAGERS AS MENTORS	B																										
MANAGING ANGER	B				X																						
MANAGING CHANGE AT WORK	B																										
MANAGING CONFLICT AT WORK	B				X																						
MANAGING CONFLICT PRODUCTIVELY	A				X																						
MANAGING DIFFERENCES	B			X																							
MANAGING ORGANIZATIONAL CHANGE	B																										
MANAGING PERSONAL CHANGE	B																										
MANAGING QUALITY CUSTOMER SERVICE	B																										
MANAGING STRESS	B																										
MAXIMUM PERFORMANCE THE LUCK FACTOR	V																										
MEASURING CUSTOMER SATISFACTION	B																										
MEGATRENDS 2000	B																										
MEMORY JOGGER PLUS	B																										
MENTORING	B																										
MENTORING	V																										
MENTORING, A PRACTICAL GUIDE	B																										
MOTIVATING AT WORK (REVISED EDITION)	B	X			X																						
MULTIPOINT FEEDBACK	B																										

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TITLE	TYPE OF REFERENCE MATERIAL *																								
	COMPETENCIES																								
NEGOTIATE WITH CONFIDENCE	B						X																		
NETWORK MARKETING	B															X								X	
NEW SUPERVISOR	B	X																			X				
NEW SUPERVISOR (REVISED EDITION)	B	X																				X			
NEW WORK HABITS FOR A RADICALLY CHANGING WORLD	B					X															X				
NO-NONSENSE MANAGEMENT TIPS FOR WOMEN	B																				X				
OFFICE MANAGEMENT	B						X				X												X		
ONE MINUTE MANAGER	B	X		X																					
ORGANIZATIONAL VISION, VALUES AND MISSION	B																X								
OVERCOMING THE FEAR OF FAILURE	V															X									
PASSION FOR EXCELLENCE	B							X														X	X		
PERSONAL POWER	A																			X		X			
PERSONAL TIME MANAGEMENT (REVISED)	B																				X				
POSITIVE MENTAL ATTITUDE IN THE WORKPLACE	B																				X				
POWER TOOLS	B					X															X				
POWERFUL NEGOTIATION	V						X																		
POWERFUL PROOFREADING SKILLS	B																			X					
PRACTICAL TIME MANAGEMENT	B																					X			
PREPARING INSTRUCTIONAL OBJECTIVES	B						X																		
PREVENTING WORKPLACE VIOLENCE	B			X	X																				
PRINCIPLE-CENTERED LEADERSHIP	B	X														X					X				
PROCESS IMPROVEMENT	B											X										X	X		
PROFESSIONAL DEVELOPMENT FOR WOMEN IN MANAGEMENT	V																		X		X		X		
PROFESSIONAL SUPERVISION SKILLS	V			X																	X	X			

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TITLE	TYPE OF REFERENCE MATERIAL *																									
	COMPETENCIES																									
PROJECT MANAGEMENT	B																									
PROJECT MANAGEMENT	V																									
PUBLIC SPEAKING MADE EASY	B																									
QUALITY AT WORK	B																									
QUALITY CUTOMER SERVICE	B																									
QUALITY INTERVIEWING REVISED	B																									
RATE YOUR SKILLS AS A MANAGER	B	X																								
RATIONAL MANAGER	B																									
REEENGINEERING HANDBOOK	B																									
REENGINEERING THE CORPORATION	B																									
SALARY NEGOTIATION	A																									
SELECTING THE RIGHT FEDERAL HEALTH PLAN	B																									
SEARCH OF EXCELLENCE	B																									
SEXUAL HARASSMENT IN THE WORKPLACE	B																									
SPEAK LIKE A PRO	A																									
SPIRIT OF ENTERPRISE	B																									
STAND UP, SPEAK OUT, AND SUCCEED	V																									
STATISTICS FOR MANAGEMENT	B																									
STATISTICS PRIMER FOR MANAGERS	B																									
STEPPING UP TO SUPERVISOR (REVISED EDITION)	B																									
STOP PROCRASTINATING	B																									
STRESS MANAGEMENT	A																									
STRESS THAT MOTIVATES	B																									
SUCCEEDING AS A FIRST TIME MANAGER	V																									

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TITLE	TYPE OF REFERENCE MATERIAL *																							
	Situational Leadership	Demonstrate Core Values	Managing Diverse Workforce	Coaching/Counseling	Conflict Management	Change Management	Team Building	Influencing/Negotiating	Human Resources Mgmt	Innovative Thinking	Program Development/Planning & Eval	Model Reinforce Core Values	Resource Mgmt	Technology Mgmt	Process Oversight Mgmt	Mentoring	Presentation/Marketing Skills	Risk Management	Strategic Vision	External Awareness	Organizational Representation & Liason	Joint Service Perspective	Oral Communication	Written Communication
COMPETENCIES																								
SUCCEEDING AS A FIRST TIME MANAGER	A	X				X																X		X
SUCCESSFUL COMMUNICATIONS AND EFFECTIVE SPEAKING	B																X					X		
SUCCESSFUL COMMUNICATIONS/EFFECT SPEAK	B																					X	X	
SUCCESSFUL NEGOTIATION	B							X																
SUCCESSFUL STRATEGIC PLANNING	B	X																X						
SUPER-LEADERSHIP	B					X																	X	
SUPERVISING EMPLOYEES WITH DISABILITIES	B		X					X														X		
SUPERVISOR'S SCRIPT BOOK	B							X																
TAO OF COACHING	B		X	X																		X		X
TEAM BUILDING	B				X	X																	X	
TEAM HANDBOOK	B					X																	X	
TEAM WORKING	B				X	X																X	X	
TEAM-BUILDING SKILLS FOR MGRS & SUPS	V			X		X																X		
TEAMWORK	B					X																		
TECHNICAL PRESENTATION	B																X					X		
THE DEMING MANAGEMENT METHOD	B					X	X											X	X					
THE FIFTH DISCIPLINE	B							X																
THE LEADER'S HANDBOOK	B												X										X	
THE REENGINEERING ROADMAP	V				X					X			X					X					X	
THEORY Z	B					X							X					X					X	
THINKING OUTSIDE THE BOUNDARIES	V								X														X	
THRIVING ON CHAOS	B				X			X										X					X	
TIME OUT	B																		X					
TO MEET OR NOT TO MEET	B					X																X		

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TITLE	TYPE OF REFERENCE MATERIAL *																								
	COMPETENCIES																								
TQM	B						X																X		
TRAINING AND LEGAL ISSUES	B							X																	
TRAINING EVALUATION AND MEASUREMENT METHODS	B							X	X																
TRAINING MANAGERS TO TRAIN	B			X				X							X										
TRAINING THE MANAGERS TO TRAIN REVISED	B			X				X							X										
TRANSFORMATIONAL LEADER	BV					X			X																
VIOLENCE AT WORK	V			X																					
WHAT EVERY MANAGER SHOULD KNOW ABOUT TRAINING	B							X																	
WHEN I SAY NO, I FEEL GUILTY	B			X														X				X			
WHY DIDN'T I THINK OF THAT	B								X											X					
WINNING AT HUMAN RELATIONS	B			X																X	X				
WINNING WITH WORDS	A																	X	X						
WOMAN MANAGER	B	X					X											X	X			X			
WORKING SMART	B			X														X				X			
WRITING FITNESS	B																		X						
WRITING FOR BUSINESS RESULTS	B																		X						
YOUR FINANCIAL GUIDE	B																		X						
YOUR RETIREMENT	B																		X						

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